

S2 E11: Saying No to Workplace Bullying Transcript

That's A Hard No Podcast

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Heather: Welcome to That's a hard no the podcast about saying no and setting boundaries

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Sarah: so you can become the authentic and empowered you that this world needs.

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Heather: I'm Heather Drago

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Sarah: and I'm Sarah Saunders.

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Heather: Before we start, a quick reminder:

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Sarah: while I am a licensed professional clinical counselor, this podcast is in no way a replacement for one on one therapy with a mental health professional. If you notice the content in this podcast triggers some big feelings. Visit our website: hardenopodcast.com for mental health resources and other helpful links.

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Heather: Thanks Sarah. Okay, let's get this thing started. I'm so excited

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Heather: Hi and welcome Catherine Mattice, strategic HR and workplace bullying expert. We want to allow you the chance to introduce yourself to our listeners. So can you start by just sharing a little bit about you and what you do?

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Catherine: Sure I am the founder and CEO. Civility partners. We are consulting firm focused on building positive work environments and just to give some background, I started Civility Partners right out of graduate school a long time ago. I was the director of working with a person who was essentially a bully. I felt like and he was frustrating and I personally felt like one of his targets was one of several. And then, as the director of HR, of course, those others were coming to me for help and I wasn't able to help them because every time I'd go to the president to talk to them about it, he would say, oh, that's just how he is. Be the bigger person, don't let it bother you and just kind of brush it off. And when I started graduate school while I was working there, my degree is in communication, human communication. So my very first semester I had a class called the dark side of communication and we were learning about sibling rivalry, domestic violence. You know the communication that goes on in toxic environments essentially and course had to write a paper on something dark, dark, human communication. So I thought, well, i'm going to. I'll just write a paper on this person. I am a little fascinated by it, as frustrating as he was. You know what that way, and why does the boss not step in? And how come nobody? You know, there's 49 of us and one of him. How come no one's really arguing with him and setting him straight? No one's setting boundaries, and so I wrote a paper and just became very fascinated with that topic, and so I joke. I have a master's degree in workplace bullying. Everything I did in graduate school was

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on that topic and so Civility Partners was founded with all of that knowledge rolling around in my head.

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Sarah: Well, I can't help but pause for a second and my brain is going in two directions. The first one is: what was it like to feel so that your what you were trying to share was dismissed and minimized, like what was going on for you? And then the other thing: did you find by doing this writing, was that therapeutic for you at all?

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Catherine: Great question dismissed it, I will say, as frustrating as that. One component was. He was actually a really great leader. So he was a good leader in so many other ways and I think he was just conflict avoidant and so it was easier for him to have that like. Well, just just leave a bee, don't force me to talk to him, I'm going to avoid it, you know. So yes, it was bothersome and it was exhausting because I then became the the person you know I was taking in all of these complaints. I couldn't help those people and then also feeling bullied and I mean I became very depressed. I started not performing and it definitely affected me. And then so your second question: 100% reading the academic research was very therapeutic and you know, of course I join facebook groups and other types of chat areas around bullying. There's a lot of them. People who feel bullied find each other and they are there to support. But one thing I've found in those areas is that because the experience is so awful, of course they're ruminating in the damage they're feeling. And so the comments are things like yep, today I got bullied again and no one cared and it's like, and I think that's probably fairly damaging, it's making it worse versus my experience was, I didn't know. Even ya know, this was a long time ago before we were talking about bullying at work I was on the internet looking for other people going through it. So I was very sort of isolated and so all that is to say yes, reading the academic research was super therapeutic because I was learning about it from a very logical place versus other people going. It's awful, your life's over and like. So I just I guess I say all that to caution others. Make sure you're taking advice from the right places if you're feeling not good.

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Sarah: We talk a lot about making sure we're doing our due diligence by doing some of that homework. I think you, just you, provide such a beautiful message that sometimes that best work and our mission comes from our personal experience.

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Catherine: Absolutely.

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Heather: Can I just back up for a minute, back to the beginning and actually explain or describe what workplace bullying is, because I know it can take a lot of different forms?

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Catherine: For sure, workplace bullying is pervasive, ongoing abuse at work in its simplest definition. One way to describe it is that it's the same behavior as harassment. The only difference between those two behaviors is who you aim them at. We all know what

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harassment is, and if you aim your bullying or if you harass everyone, fear an equal opportunity harasser. You're well within your legal rights to do that in the United States, and so that's the loophole for any bullies out there. Just make sure you pick on everyone and you'll be fine and versus harassment is about, you know, race, religion. So if you aim that harassment and/or bullying behavior at a specific group, it becomes harassment and that's illegal. So just to share a little more that bullying behaviors always fall into three categories. The first category is aggressive communication, stuff that we can see, nasty emails, yelling, aggressive body language, stuff that we all look at. You know that was aggressive. The second category is humiliation. So leaving people out of meetings that they should be in, so they're left without information. They need sarcastic jokes that are meant to poke fun at someone, leaving them out of, you know, isolating them, pointing out mistakes in public, so doing things that humiliate this person. And then the third bucket or category is manipulation. So, using performance reviews to claim that this target is not a good performer, giving someone so much work, it's impossible for them to complete it. You know, hey, this reports do by the end of the day today, when really it's a five-day project or taking responsibilities from someone. So big part of your role is, I don't know, linkedin posts for your company and all of a sudden that's taken away from you without any explanation. You're kind of left going. Why did that happen? So aggressive communication, humiliation and manipulation.

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Sarah: And just to clarify, so, bullying and harassment are not interchangeable, or they are?

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Catherine: Yes, I would say they are 100% interchangeable. The law does not see it that way. So you know, it's only illegal if it's aimed at a specific category of people.

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Sarah: And how prevalent is workplace bullying? There were some statistics that workplace bullying is searched on average 10000 times per month in the US.

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Heather: Yeah, I dropped that in the script last night when I was working on it. I was like Holy Cow, but I know you have other statistics.

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Catherine: Academic research from our on workplace bullying is from around the world. The US is actually this is one place. We're super far behind. Most of the research comes out of the UK, Europe, Australia and we're we're way behind on that. So you know I've seen research where, where it's like in this specific industry, 95% of people have experienced it. Or there's research out of the US from the Workplace Bullying Institute. That's quite its old research now, but they were saying I think it was. 54% of people have experienced bullying, either as a target or as a witness, where they've seen it happening at work. You know I feel like every single person I meet along the way. When I say what I do, the everyone's got a story. I mean I could almost you argue that a 100% of us have at least dealt with some sort of toxic something at work. So that's the answer. We don't really know, because the research is really all over the map.

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Heather: And sometimes it's superior to superior, sometimes it's superior to subordinate. I've also seen it go the other way where a subordinate is a bully towards a supervisor. And that's like what do you do? That's crazy.

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Catherine: That was my situation. This was another director, so he was my superior. He also picked on people beneath him and he felt I don't I wouldn't say bullied, but he definitely didn't treat the President very well. I felt he would kind of like the like. The President would say something in a meeting and he would go. That's not, that's not what we talked about. That's that's wrong. You know, kind of like that, calling out mistakes in public kind of a thing or kind of some public shaming. But you are right. Most of the majority of it is manager to subordinate. Because of that. That power differential makes it easy, but it certainly can be peer to peer or peers up.

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Sarah: As you're speaking on this, i'm just i'm a deep processor, Catherine, and you will learn that through our time together and just that, you know everyone sees things through their own eyes right, and so, depending on how sensitive you are to things, or you know you're upbringing or whatever it is, sometimes we may think that we're being bullied or being criticised when really it's maybe constructive criticism or feedback, and so sometimes it's not super obvious. And so I'm wondering, like: do you have any specific things or insight in how to tell if a workplace is in fact toxic, if it is bullying or like key signs to kind of look for?

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Catherine: That question a lot, for example with performance reviews like: hey, if you're just trying to hold someone accountable to poor behavior and our poor performance and they're pushing back, no, no, it's not bullying. One way is those three buckets. I said those three categories: aggressive communication, manipulation and humiliation. It's bullying if it's all three of those things. So if someone's just snippy, sometimes you know aggressive communication now and again that's not bullying, or if someone's trying to hold you accountable and you may feel sort of manipulated. Hey, I'm not a bad performer and they're saying I am, but if they're not doing the other stuff that's not bullying, it's something going on there related to that relationship. So that's one way is to consider how far. Is this? Also, if there are several people who feel that way, that's a good. You know, if you can kind of perception check with others, I feel like our boss picks on me. Is it just me or do you feel like he's picking on me or she's picking on me? So you could kind o you know perception check. Ask others what they're seeing.

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Sarah: That can be really intimidating. You know for someone to be vulnerable, you know in that sense, and so are there any things that if someone is afraid to speak up or maybe is worried, oh my gosh, I don't feel safe in this environment like. How would you encourage them to go around that?

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Catherine: That is a key component part. You know this is happening in the context of the

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workplace and so unfortunately there's there's more to your question. So, as you said, we all have individual tolerance levels for negative behavior. Some of us have tolerance levels for scary movies and some of us don't similar concept right. Some of us can tolerate, you know, heavy criticism and we're fine others. Not all of that's happening inside of a team that's inside of an organization. So the part of the answer to your question is related to how the organization has managed other complaints. So, for example, Civility partners. One of the things we do is coach leaders who have been accused of toxic behavior and you might ask why, why not just fire them? They are often seen as very valuable, so we might as well try to help them be better, as opposed to forcing organizations. Organizations aren't firing these people, they're productive. So we can try to make it better. So, but if you have someone you know the VP of marketing is super mean, everybody knows it and he's allowed to do that. Then nobody's going to be reporting bad behavior or harassment or anything else to her, because they can see it doesn't matter that, hey, this person gets results and apparently that's all we care about here at this workplace. So the answer is directly related to how HR, how the organization is managing poor behavior. If you have an organization focused on civility and respect, certainly it's a lot more psychologically safe feeling to go and say, hey, this person's acting this way. So that's what Civility Partners does is essentially help create environments that are civil and respectful, so that bad behavior stands out like a sore thumb and it's not tolerated. You know that's the goal, the opposite of bad behavior.

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Sarah: And I love what I'm hearing because it's not just cut throat of like. Ok, you did this, but it's more of. You know. I want to teach you the skills to insure that we're changing these patterns, so it doesn't persist, possibly in another position, but more of were human, and so we noticed this isn't working. Here's some feedback that we received. You have a chance to learn these tools and skills that often we never learned growing up, and then it's kind of on that person to decide. Do I want to change?

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Catherine: Exactly.

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Heather: Yeah, I think sometimes some people don't even realize they're bullying, maybe?

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Catherine: 100% and most of them don't realize.

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Heather: And so what causes people to bully, especially in the workplace?

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Catherine: I've got a good answer, for there's kind of three things happening there. One is that they are lacking some serious self esteem, and that comes from a pattern of fighting for self esteem and fighting for competence over time. So the reason people engaged in bullying is that they are super super focused on competence and success for themselves and, ironically, for their team and the organization. And so this hyper awareness around competence and you know they're sort of overcompensating for lack of self esteem. It

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comes from a world of having. They've been fighting for something their whole life, and so they've lost their way. Just to give you some examples, and and this thing about fighting their whole life, it's not from the academic research, it's from my experience coaching. They always have this story of fighting for something. One guy grew up in the south side of Chicago, basically grew up, you know, fighting for his life on the streets. One woman came to the US not speaking English at all. She was the fifth child. She was a woman in China, basically grew up eating whatever was left from dinner. After her four siblings and parents eight, she was a girl, so not necessarily the most important child. You know she came here, learned English their way up to PhD. He's been fighting for something. I coached a doctor who was the only woman in medical school, not to mention the only single mom. You know, back then women were doctors, so they all have this kind of story of like trying to overcome something, and so i'm convinced that's part of it, that there, because of whatever's gone on in their life, they've not been able to build their self esteem. They're focused on being seen as competent and having self esteem, and so when people threaten that ability to be competent, that's when they lash out. So my coaching is actually based totally on fight or flight and it's such a simple model, but just helping them realise that you know you don't have to any more. You're the vp or the ceo or whatever, like you're good. People think you're competent.

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Sarah: Well, and to just pick back off that for a second, it's important to acknowledge that that fight did serve them. It got them to where they are, but then bringing their awareness to, you know, the nervous system that fight, flight, freeze or fawn. That has served us. Now we have to detach ourselves and recognize. We don't need that. Thank it for what it did, but that it doesn't have to be in this new workplace position.

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Catherine: And the think is it not only served them. They've been encouraged to do it right? Because in their careers they've been because they're so capable in getting results. They've been rewarded for that behaviour in their mind. You know that they've been promoted and receiving raises. No one's really told them not to. To. So part of my coaching process is to interview 15 people that work with this individual and then I take all my interview notes and I move them all into themes and you know, make sure it's confidential. So they know who I interviewed, but they don't know who said what, and so it's all in themes. Everybody's words are in these different bullet points inside the themes and they're often very appalled that this is how they're viewed. So that's a big moment and why I'm able to coach. Most of them are like, oh my gosh, help me, I wouldn't want to work with me either. I can't believe the organizations, let me get this bad, and so they they're empathetic they just didn't understand how serious the impact of their behavior was.

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Sarah: All right, we're going to take a short break.

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Heather: And we're back with Catherine Mattice. So, Catherine, what happens in a

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workplace culture when there's a bully? Like what happens to coworkers/ employees? The environment in general.

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Catherine: So the research is very clear. People at the receiving end of that behavior can experience depression, anxiety. They're very confused about why this is happening in their adult world. You know that's stuffs for kids. They're confused as to why nobody's really stepping in. They're so they feel isolated. They can develop PTSD, suicidal ideations and in some cases suicide. Lots of research supporting that it damages marriages because people who are targeted become fairly obsessed with it because they're so. You know, this is their workplace, this is part of our self esteem and self contract is what we do for work. So it's tearing away at people. They so it can damage marriages. There's divorces related to that. There's lots of research that it can have physical repercussions. You now headaches, can't sleep, all of that so and then of course witnesses experience those things to a lesser degree, but it's not psychologically safe for them. So they're also stressed out. You know, am I next? and certainly they're not stepping in because they don't want to be next. So it's very damaging.

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Heather: And what about, those are individuals, What about the culture itself? Are there any statistics around teams? What happens to a team?

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Catherine: So Google came out with some research. I think it was in 2018 where they had researched their own teams. What were the most effective teams doing? What were the characteristics? And the number one piece was psychological safety. And so, of course, if there's bullying or harassment, then there is no psychological safety. So the individuals are not as innovative. They're care less about customer service. They're you know he's no moral, they're less loyal. So of course that translates into costs for the organization. Turn over lots of research right now that the great resignation was not people deciding to go off and start that yoga studio that they've always wanted to. It's a toxic work environment. That's the number one reason people were leaving and that's a challenge because you know, when I'm for example, in my kind of sales process, to either coach or do a workforce survey to figure out how toxic the organization is and what we need to address. My Budget. Or my proposal has a number on it. That goes on the p versus this abstract notion that turnover costs money. And I mean it's common-sense if people are happy, they're going to perform better and if they're not happy, it's going to cost you money. There's plenty of leaders out there that don't understand that.

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Sarah: I'm curious if you could walk us through a little bit what it would look like if you were coaching someone who may have been the flag went up. They needed to talk to someone. Can you walk us through what that process looks like?

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Catherine: Sure, The narrative is generally that this person's been toxic for quite a while, has been attempting to get permission from the C Suite or the CEO to solve it and the has

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hesitant because they're so valuable, they're bringing in money or whatever. So is in that position that I was in. I can't help it or make change. Then there's some sort of catalyst that causes the CEO to just finally go okay. I get it. There's a risk here where either somebody files a harassment complaint or maybe some other valuable person leaves and says: I just didn't want to work with that person anymore. So there's something that where the CEO finally says okay, let's get some resources. I'm brought on to coach and so initially this person's forced into coaching and coach the CEO about how to talk about it and essentially the messages. I've allowed you to act this way for a long time. I can't anymore. I've got to draw a line and so I got to put a consequence in place and I don't take coaching clients if there isn't a consequence in place and that's the reason because this person needs to understand. This is not just some training program and then you can go back to how you are. We're drawing a line. There's a consequence in place. However, I don't want to implement the consequence. I think you can change, and so I found your resource, a coach who specializes in the kind of behaviour you've been engaging in. So then I meet with the individual. This is what he told me. That's all you know. Let's let's do some research, so I get their permission to interview 15 people. They make the introductions to those people. Like I said, I put all my interview notes into themes. I read those themes to the individual one by one. So it's like a 15 to 20 page document: people or shame people in public. And then I read the 15 bullet points, that where people said that and then you know them. Number two: you yell, here's the bullet points, and so that's a pinnacle moment for them and I start coaching. So the very next session is when we talk about the fighter flight model and I helped them see that this. All of this says you're fighting. You know the fact that you yell. That's fight behavior. So we got to talk about what you're anxious about, and so it's about helping them reduce their anxiety and also the anxiety of others I talk to them about. You know, like when we see this theme, that people have special processes to work around you so don't have to interact with you. They're fleeing. So that means they're anxious. So what are they anxious about? And so it's all about that it's really helping them adjust their communication style. And then I re-interview everyone after about three months of coaching and often find they've made quite a bit of change. So that's always exciting.

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Heather: So, on the opposite end of the spectrum, the person being bullied. What can they do to stand-up for themselves? Or draw a boundary. You know, address the situation. It's legal in the United States to bully, sadly. So what recourse do people have especially if they're in a small company and they don't have an HR department?

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Catherine: Yeah, so the first thing is: the minute somebody crosses the boundary with you stand-up for yourself, it is way easier to ask someone to stop interrupting you in meetings or to stop rolling their eyes when you speak in meeting. Then it is, to you know, a year later, talk to them about how that behavior is escalated and try to get them to stop it a year later. All about boundaries set that boundary and actually the research really supports. If you push back early, everyone likes the path of least resistance, so they'll leave you alone. If you continue to push back, they'll pick on others. Not great, but I leave you bullying situation, a couple tips, one document document document, keep track of the. What are you talking

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about? Who saw all of that so that you can give that information to, should you decide to file a complaint, or your office manager? If you're in a small company, the owner, maybe whoever you going to give it to. I would also recommend trying to talk to this person about it. It's hard but to take a deep breath and approach it from a collaborative place, because if you go in there you're bullying me. You know that it's just not going to work. So use all of everything you know about conflict resolution and collaboration and have a conversation to say I feel you treat me a certain way. Here are some examples. You know, can we talk about it and really approach like? I would like for us to figure out how we can work together better if that conversation doesn't work, and I suspect it will not. When you file your report with, or the owner, if you're in a small company, whoever it is, it's a much better version. To go there and say this has been happening for a while. I tried to solve it on my own and I've been unsuccessful, and so that's why I'm asking for your help. Verses, they pick on me. Have you tried to resolve it? Can you know? So it's and I used to hesitate because I felt like, oh my gosh, who am I to say this? But if you file a complaint and talk to your employer about it and they're not solving it, leave, that's the advice, because they're making it very clear that they don't care. And so, because what we do for work is so important to us and we, we don't want to feel like we failed. We gave up. I'm the one who left. Forget all that, protect yourself. You're the only one who can protect your dignity and they're telling you that they don't care about you by not stepping in. So don't you want to work for somebody who doesn't care about you leave.

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Sarah: A couple of things I just want to sprinkle in based on what you said, and I appreciate everything you're sharing for those listening. Just remember, on our website we do have a script that actually it's you know I feel, and you fill it out, because what the reason is, what we need that person to do and then how that would make us feel. I do a lot of couple's work and so working with any type of conflict or confrontation. I really like to reframe to remember that if you're noticing your feeling conflict and everyone knows you'll feel it in your body, your body does keep score. Acknowledge that, but really shift the conflict. Reframe it to the connection piece or the collaboration, because when we think of conflict, absolutely our nervous system goes into overdrive and we're in that fight, flight, freeze or fawn state. And so if we can acknowledge this is what's happening, I need to find connection. I need to collaborate because you're not supposed to have to do this on your own when it comes to the disfunction in the workplace that you're sharing, or whether it's a toxic relationship of any sort. The leaving is important. If you feel as though you're feeling dismissed, you're feeling minimized, you're feeling criticised and even the gaslighting can happen where it really starts to make you question those things. And so, if you find yourself in that position, take some good deep breaths to help yourself, you know, regulate and then really think of your intuition. What is your true intuition? You know, kind of ignoring all of the outside noise, the other authority figures. And what is it that you are feeling, and is this an environment that is going to allow you to be your best self, or is it going to constantly make you be someone that can't do what it is that you need to do?

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Catherine: Yes, 100% I'll I'll add to the National Workplace Bullying Coalition is a coalition

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that I founded with some others. It's a nonprofit focused on making workplace bullying illegal in the United States and we collected stories from people where the goal was, you know I would say I got a great life. I was bullied and I figured it out. I spent some time researching this and understanding it, and now I have a life that I'm very passionate about. You know I make enough money to support myself and my family. I would say I'm successful. So I started contemplating like: are there other people like me? There has to be, because the conversation online is so gloom and doom. If you're being bold, your life is over all this stuff. So I wondered, where are other people like me and I want to understand. You know postdramatic growth versus postdramatic stress, and so I put out a call for you know if you've been bullied and consider yourself successful at this point, send me your story, and so we have a book called stand-up speak out against workplace bullying. All the sales go to the coalition, and it's the key in those three of those 23 stories that are in there. One theme I saw very clearly is that everybody made a decision that they were taking back their power and it looked different for everyone. Some people they did quit, but it was like the way they quit was was different. It was. I guess I'm going to leave. It was like, you know, I want to say a bad word, but I won't but you know you, you know Forget you!

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Heather: Take this job and shove it.

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Catherine: Woman talked about how there was just kind of one final last straw and she like had all of these keys for different doors and I could just in vision. She picked the keys up, walks over to her bus and like holds up her hands and drops them on the desk right in front of him, I quit and walks out, verses woman who she's lesbian, black, a woman PhD in the military. So she decided she had lots of strikes against her in that very machismo culture. She decided I'm going to stay here and fight and she's the Martin Luther king of that environment that she's in, and so she's taking that on. But it's a decision she's made to fight and so she has the power. Now it's like bring it on. I'll just file another complaint. I'm happy to talk about it. You know publicly and let let's go ahead, keep doing it. I actually got fired, which is a pretty standard thing. That happens to targets because our performance drops and then you're you're not a performer. So you get fired, went on to get another job and then I got laid-off in the recession and that was my pinnacle taking back power. I came home from that conversation of being laid-off opened my laptop website and started making a business on a website like could really do this and like crafted I got to do this. So that was my decision, taking back my power. So that's the key, and with toxic relationship as well, you have to decide I'm not doing this anymore and then, whatever taking your power back, looks like you got to do it.

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Heather: So. What about core leaders of businesses besides hiring you? What can employers or business leaders or organizational to encourage civil workplaces?

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Catherine: I'll pick one or there's a lot of simple answers. One is core values. Lots of organizations have them, but they don't use them. So core values are. You know, we have

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anti harassment policies, but we don't have corporate policies requiring people to be respectful. So that's where our values come in. So don't do this, all of that stuff in the corporate policy. But do this. That's the core values, leaning on those core values. And really they've got to be pushed into every nook and cranny of the organization. Managers should be talking about them and staff meetings, employees should be bringing them up, often know reward systems around it. People should be measured on the core values, so that's one another. One is just making a very clear stance of like we're not. I'm not going to allow this kind of behavior anymore. You know we're going to implement core values. We're going to hold people accountable to it. We're we're not going to do that other key. It's not. Every leader is prepared to stand-up and take that stance. One kind of ninja way to get at behavior is to train the managers to step in when they see poor behavior. So that's you lot of times. Managers are promoted because they're good at their jobs. We all know we're supposed to performance management around performance. You know, are you on time? Do you meet your goals? All the KPIs and stuff, but managers aren't often told. You should also be measuring people on respect. So how do you coach someone who's gossiping? How do you coach someone who's overly sarcastic and hurtful in their jokes? That's a key component. If, if managers could just have that information, that would be a game changer.

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Heather: I'm so happy you talked about having your core values. On my website I have them listed as the band rules, so you want to join the band here are the rules and it's basically very simple stuff. You know it's you know, no bullshit, do the work. Be kind, you know, no divas. That's a big one to me, a diva is a bully and I just don't I don't allow it. You know I've had divas on my team who have bullied other people they don't work with me any more. So, I just love that you're talking about encouraging positive behavior with.

00:37:31

Sarah: One thing that I wanted to add, because I can't help it, as I'm like raising four boys, I'm raising the next generation, and so for those that are listening that have little ones, it's really important to teach them about bullying and to teach them. Just like you are saying, we know what not to do, but really taking time to ensure here are things that we should be doing: practicing those things in the home so they can build those skills. So then, when it comes to them, and I can't even start to think about my kids, you know graduating and you know all of that and being in the workplace, but they'll have that foundation.

00:38:11

Catherine: Yes, that's and that's what we do at civility partners. Let's teach the opposite of bullying and seem at home. Let's teach the opposite. Let's teach emotional intelligence and respect and civility.

00:38:22

Sarah: Absolutely

00:38:24

Heather: So, we get this question from people sometimes about setting boundaries, and it has to do with setting boundaries at work, and so I just wanted to get your take on, you know, setting boundaries, whether it's Work-life balance, establishing when you will or will

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not work. What you will or will not do? Or how to say no to your boss? What are your thoughts?

00:38:46

Catherine: You know, I think there's a problematic thinking that pushing back on your boss means you're being insubordinate or something. Forget that you get to set boundaries and I think you owe it to yourself to set boundaries and ensure people respect them, and you also owe it to others to hear out their boundaries and respect their boundaries. One says something to you or, you know, fires off a little nasty email and CC's other people to embarrass. You respond and might. I would respond to everyone if they are including people just to say this. You know I feel this email is inappropriate. I'm happy to talk to you more about it and just to keep pushing back. And the more that you do that, the more people see you as an ally so that if they're also being picked on, they can start to gain the courage to push back. Also, I'll tell you a story, boss. I made a huge mistake to a company, the one right after where the bully was a big mistake with the client and the boss. He was abrasive. It wasn't a bully, but he wasn't like huge squishy either. He he sent out an email and pretty much every single person in the office at the mistake and it replied at all. And I, because I set no boundary, I just came from a crappy place. I'm not doing this here. I hit reply to all because he involved everyone. I made a mistake. Here are the four options I recommend for me to solve it. I'd love for you to tell me which option to choose, and I'm happy to talk to you about it more in your office with the door closed and I hit send and he came out of his office and he comes like it was a big bull pen. He opens door and starts coming towards me down the hall, and so I pushed back and he never did that to me again. You know, so you are allowed to set boundaries and you should actually have a script I can send you and you can tach it in the show notes. We have 16 scripts for being an ally, but also an ally for yourself. You know kind of different versions of ways to push back without being maybe so hammered, the way that I was, for example, asking a question. If someone's yelling to just say hey, i'm curious why you're yelling as a way to call it out. So there are lots of ways to push back without you know if you're afraid to kind of do that route that took there's other ways.

00:41:18

Heather: That's fantastic. We'll definitely link to that on our website.

00:41:22

Sarah: Thank you, Catherine. We so appreciate your time and just your perspective on all of this. Where can people find you and tell us about the three books you've written?

00:41:35

Catherine: I'm at CivilityPartners.com. I'm also on LinkedIn. Of course I also have several LinkedIn learning courses if you release them for free, sometimes if you don't have a subscription to LinkedIn learning, lots of what we've talked about is in there. My first book is called Back Off: your kick ass guide to ending bullying at work. How does a book, if you feel targeted, pick that book up? It's kind of explains what's all happening, why you're being picked on, why they're doing it. And then my second book, it's called Seeking Civility. That's a book for leaders and managers. It's essentially nine steps for turning your workplace around.

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And then that most recent book is Stand-up Speak out, the one with the stories from people who were bullied and are now successful, and they've got a lot of advice for you in that book.

00:42:22

Sarah: You've been busy.

00:42:23

Heather: Yeah, fantastic. We will definitely link to all of that on our website and thank you so much. What great information you've really got me thinking about being the leader that I want to have for my organization and i'm sure will have questions for you!

00:42:51

Catherine: Thank you for having me.

00:42:52

Heather: Thank you, okay, so that's it for today. Thank you so much for listening.

00:43:01

Sarah: What questions do you have about boundaries? We want to show up for you. We're listening, so please let us know what topics you want us to talk about and send us your questions. If you have a good No story to tell, we want to hear it messages on our social channels or send us an email from our website. Hardnopodcast.com or you can email @HardNopodcast.com

00:43:36

Heather: visit our website. Hardnopodcast.com for this episode show notes, past episodes downloadable and links to resources. Also, you'll find links to each of our websites. Clevergirlmarketing.com and purposefulgrowthandwellness.com

00:43:52

Sarah: and, like I mentioned before, make sure to get in touch with us on social. If you're not following us, be sure to follow us. We're @Hardnopodcast on facebook, instagram and twitter.

00:44:06

Heather: And please do us a huge favor. If you like what you heard here, please subscribe, rate and review our podcast wherever you listen, so others can find us too.

00:44:17

Sarah: Thanks to our friends and families, our villagers for listening and your continued support.

00:44:23

Heather: That's a hard No is a joint production of clever girl marketing and purposeful growth and wellness.

00:44:28

Sarah: Marketing and production coordinator, Maura Del Rosario

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00:44:34

Heather: Production support, Evergreen podcasts, Noah Foutz, producer

00:44:39

Sarah: music by GG Riggs

00:44:42

Heather: until next time. Thanks for listening

00:44:44

Sarah: and remember saying no isn't just ok

00:44:48

Heather: saying no is the key to living and authentic fulfilling life.

00:44:53

Sarah: So do it find your no, then say it unapologetically. That's a hard no.